

# ASSESSING THE EMOTIONAL INTELLIGENCE LEVELS OF POLICE OFFICIALS IN THE DELTA REGION, TAMIL NADU

Dr. Anjali Daisy\*, K.Venkatesh\*\*

\*Assistant Professor, School of Management, SASTRA Deemed University, Tamil Nadu, India

\*\*Student, School of Management, SASTRA Deemed University, Thanjavur

## Introduction

Emotional intelligence refers to the capacity to understand and perceive one's own emotions and the emotions of others. Psychological work-life balance stems from possessing high levels of emotional intelligence, which contributes to life satisfaction, high positive affect, and low negative affect. Police officers have to possess traits such as practical communication skills and the capacity of conflict resolution, which are both correlated with a high level. High emotional intelligence has shown to enhance self-regulation and necessary social skills while on the job. Emotional intelligence is a set of qualities that captures a broad collection of individual skills and inherent qualities of mind, usually referred to as soft skills or inter and intra-personal skills. There is limited research on the relationship between EI and continued exposure to stress. Police officers experience stress at a high rate frequently. The duration that a police officer remains on patrol, the frequency of traumatic and stressful events increases. This study deals with the emotional intelligence and analyzing the stress of police officials moderated by the time on the police force in the delta region. The researcher is propounded to take 100 responses from the police officers in the delta region. Descriptive statistics, ANOVA, regression, and correlation, are the statistical tools used to analyze the results. Through this research, the work-life balance in accordance with the emotional intelligence of the police officers is understood.

**Keywords:** Emotional Intelligence, Stress level, Work-life balance

## Literature Review

Emotional Intelligence (EI) refers to the ability of a person to recognize, understand, and manage their own and others' emotions in order to inform their thoughts and actions (Bar-on, 1997; Salovey & Mayer, 1990; Mayer & Salovey, 1995; Branick et al., 2009). There are two types of emotional intelligence, ability, and trait. Ability emotional intelligence theory is a theory that emotional intelligence can be measured in a cognitive manner, bridging the gap between emotions and reason (Salovey & Mayer, 1990; Mayer & Salovey, 1995; Branick et al., 2009). The measures for ability emotional intelligence require a task-oriented measure compared to self-reported studies such as the EQ-i 2.0 or Swinburne University Emotional Intelligence (Bar-On, 1997; Petrides & Furnham, 2003; Palmer & Stough, 2001). Self-reporting measures of emotional intelligence and ability measures of emotional intelligence have different properties and produce different results (Petrides & Furnham, 2001).

## Trait Emotional Intelligence

Trait emotional intelligence is related to personality. Research suggests that ability emotional intelligence is cognitive (Petrides & Furnham, 2001; Bar-on, 2004; Mayer, Salovey & Caruso 2008). Trait emotional intelligence refers to a broader set of abilities that includes self-control, self-esteem, and self-management. Trait emotional intelligence relates to the behavioral tendencies and self-reported abilities of emotional intelligence. They are more closely aligned with personality frameworks (Petrides & Furnham, 2001; Bar-on, 1997).

In 1995, Daniel Goleman brought attention to the theory of emotional intelligence with his book *Emotional Intelligence: Why it can matter more than IQ*. Goleman's theory of emotional intelligence and the importance of EI differed from the Mayer & Salovey model. Goleman focused less on abilities and more on personality attributes. The popularity of emotional intelligence expanded the definition of emotional intelligence to cover too many ideas and concepts (Bar-on, 1997; Mayer, Salovey & Caruso, 2008; Goleman, 1995). The numerous definitions of emotional intelligence have resulted in studies that have left emotional intelligence difficult to clarify. Daniel Goleman made claims about emotional intelligence and its importance for success. The claims went far beyond what was measurable at the time. Measures of traditional Intelligence, such as IQ, have been in existence for 100 years while emotional intelligence has been in the mainstream since the 1990's.

For the current research, emotional intelligence refers to an individual's ability to pay attention to their own and others' emotions and use those emotions to the benefit of the parties

involved. One of the critiques of emotional intelligence is the ability to measure one's emotional intelligence. Operational measures of emotional intelligence, such as the Mayer-Salovey-Caruso-Emotional Intelligence Test

(MSCEIT) (Mayer, Salovey & Caruso, 2002b), use the Four-Branch Model of emotional Intelligence to measure a set of mental abilities. The current research studies if the time on a police force moderates the relationship between stress and emotional intelligence. Emotional intelligence during this study is grounded within the theory of ability emotional intelligence measured by the MSCEIT (Mayer, Salovey & tenor, 2002b). Anjali Daisy (2017) discussed the emotional competency model.

**Ability Emotional Intelligence**

In 1990, Salovey and Mayer outlined emotional intelligence as "the ability to watch one's and others' feelings and emotions, to discriminate among the emotions, and to use this info to guide one's thinking and actions" (p.189). Emotional intelligence combines feelings with thinking. Mayer and Salovey (1997) describe emotional intelligence as four connected, however completely different skills.

**Role and Duties of Police Officials**

- The Zonal Inspector General of Police will be responsible for all the Police functions, including maintenance of Law and Order, crime control, internal security, civil defense, enforcement of all legislations including special laws empowering police force and various other public services in so far as his zone is concerned. He is also accountable for the modernization of the police force, and proposals should be routed through him as far as his zone is concerned.
- He is a link in the chain of command between the Director-General of Police and Range Deputy Inspector General of Police/District Superintendent of Police in his jurisdictions.
- He should Endeavour by frequent personal inspections to establish and maintain efficiency and discipline to ensure uniformity of procedure and practice and to secure cooperation between the police of his ranges/districts as well as harmonious working between the police, revenue, and the judiciary.
- The Zonal Inspector General of Police will control, instruct and advise the range, Deputy Inspectors General of Police/Commissioners of Police/Superintendents of Police while being careful not to supersede them in any of their proper functions or relations to their subordinates.
- He will not assume the role of Deputy Inspectors General of Police/Superintendents of Police in times of grave disorder, taking over full control of the situation.
- He will pay particular attention to the training of and the discipline in the Armed Reserve and also supervise the functioning of AWPS in his Zone, so that the highest possible standard of efficiency may be reached and maintained.
- The Zonal Inspector General of Police will conduct an inspection of the district units once in two years and inspection of range units once in a year, besides taking up 1/7th of police stations, circle officers, and subdivisions.
- The Zonal Inspector General of Police should avoid inspection wherever it is programmed to be inspected by the Range Deputy Inspectors of Police concerned in the particular year.
- The Zonal Inspector General of Police will send a copy of the inspection notes to the Director-General of Police through Additional Director General of Police (Law & Order).
- The Zonal Inspector General of Police must also review the inspection notes of the Deputy Inspectors General of Police/Superintendents of Police. Copies of all weekly reports of Superintendents of Police/ Deputy Inspectors General of Police/ should be marked to the concerned zonal Inspector General of Police who shall review and send it up with his remarks.
- Fortnightly reports of Superintendents of Police/ Deputy Inspectors General of Police should be routed through the concerned zonal Inspector General of Police who shall review and send it up with his remarks wherever the action is warranted. He shall conduct periodic reviews on all the aspects mentioned under par 3(i) above, along with the review of the performance of Deputy Inspectors General of Police and Superintendents of Police in his jurisdiction.

**Problem Statement**

Police officials experience stress at a high rate frequently. The duration that a police officer remains on patrol, the frequency of traumatic and stressful events increases. This study deals with the emotional intelligence and analyzing the stress of police officials moderated by the time on the police force in the delta region and Defining who you are in the general attitude of the individuals. Emotional intelligence plays a vital role in that. The research is focused on finding out the emotional stability of the police officials in the delta region and how the 18 competencies will influence the career success and job satisfaction of the individual.

**Hypothesis**

- Hypothesis 1- There is no significant relationship between Demographic characteristics and Emotional Competencies
- Hypothesis 2- There is no significant relationship between self-awareness and career success

- Hypothesis 3- There is no significant relationship between self-management and career success
- Hypothesis 4- There is no significant relationship between social awareness and career success
- Hypothesis 5- There is no significant relationship between relationship management and careersuccess
- Hypothesis 6- There is no significant relationship between self-awareness and job satisfaction
- Hypothesis 7- There is no significant relationship between self-management and job satisfaction
- Hypothesis 8- There is no significant relationship between social awareness and job satisfaction
- Hypothesis 9- There is no significant relationship between relationship management and jobsatisfaction

### Scope and period of study

The Scope of the Study is to find how police officials handle their own stress by using emotional intelligence competency. This study is focused on the police officials of the delta region for a period of two months.

### Limitations of the Study

This study is limited only to the Cauvery delta districts of Tamil Nadu, namely; Thanjavur, Pudukkottai, andTiruvarur.

### Research Methodology

Research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. The study adopts a descriptive research design, and data has been collected from the respondents through a structured questionnaire.

Descriptive research is defined as the study in which information is collected without changing the environment (i.e., nothing is manipulated). It tends to describe the characteristics of an individual or groups situation, and it is desirable when we wish to project a study 's finding to a larger population, with the study 's sample being therepresentative.

Thus this research study is a descriptive type of research in which a sample of police officials pertaining to a certain region of study is assessed on their job satisfaction and career success, which then can be projected towards a larger population of all police officials of Tamil Nadu.

### Sampling Design

This survey is based on a Stratified random sampling method. Stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata. In stratified random sampling or stratification, the strata are formed based on members' shared attributes or characteristics. Here the strata have been formed on the basis of the location of the respondents, i.e., the Cauvery Delta districts, namely, Thanjavur, Pudukkottai, and Tiruvarur. The samples of 102 questionnaires are distributed amongst the respondents in the strata on a random basis. The researcher is the native of Thanjavur, the majority of 70 questionnaires were distributed in Thanjavur and 30 questionnaires each for the other districts.

### Data Collection Method

**Primary data** – It is the original research that is obtained through the first-hand investigation. It includes the information collected using a structured questionnaire that is distributed among the different respondents in Thanjavur, Pudukkottai, and Tiruvarur. Then the data is analyzed using the software SPSS. The data were analyzed systematically, and different parameters are studied.

### Data Analysis

### Demographic Factors and Emotional Competencies

The analysis starts with describing the samples involved in the study by using descriptive statistics. This form of descriptive statistics reports the nature of samples included in the study. The descriptive analysis, which is expressed in percentage, describes the socioeconomic details of the employees from the police officials in Tamil Nadu. The demographic variables for the current study include Age, Gender, Educational Qualification, Marital Status, Income Range, and Experience. The sample distribution of employees is tabulated based on the demographic variables listed above, and it is represented in the following table

**Demographic Profile of the respondents**

Age	Level	<b>20-25</b>		<b>26-35</b>	<b>36-45</b>	<b>Above 46</b>	<b>Total</b>
	Count	22		48	20	12	102
	%	21.6		47.1	19.6	11.8	100
Gender	Type	<b>Male</b>		<b>Female</b>			
	Count	75		27			102
	%	73.5		26.5			100
Marital Status	Type	<b>Married</b>		<b>Unmarried</b>			
	Count	78		24			102
	%	76.5		23.5			100
Educational Qualification	Type	<b>12<sup>th</sup></b>		<b>Diploma</b>	<b>UG</b>	<b>PG</b>	
	Count	8		20	61	13	102
	%	7.8		19.6	59.8	12.7	100
Income (Rs.)	Level	<b>Less than 20,000</b>	<b>20,000 – 40,000</b>	<b>40,000 – 60,000</b>	<b>Above 60000</b>		
	Count	20	49	27	6		102
	%	19.6	48.0	26.5	5.9		100
	Level (Yrs)	<b>0-5</b>	<b>6-10</b>	<b>11-15</b>	<b>16 &amp; above</b>		
Experience Level (Yrs)	Count	44	34	14	10		102
	%	43.1	33.3	13.7	9.8		100
	Level	<b>Day Shift</b>			<b>Night Shift</b>		
Working Shift	Count	94			8		102
	%	92.2			7.8		100

**Source: Primary Data**

**Variation in the factor 'Emotional Self Awareness' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Emotional Self Awareness*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>1</sub>– There is no significant variation in 'Emotional Self-Awareness' with respect to the demographic characteristics of the police officials.**

**'Emotional Self-Awareness' with respect to the demographic characteristics of the police officials - One way ANOVA**

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Educational Qualification	2.464	0.004***	Reject
	Marital Status	2.362	0.006***	Reject
3	Monthly Income	3.681	0.000***	Reject
4	Experience Level	3.611	0.000***	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table, it has found that there is a significant variation in the factor **Emotional Self Awareness** with respect to the Educational Qualification, Marital Status, Monthly Income, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Accurate-self-assessment' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor 'Accurate-self-assessment' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>2</sub>– There is no significant variation in 'Accurate-self-assessment' with respect to the demographic characteristics of the police officials.**

**'Accurate-self-assessment' with respect to the demographic characteristics of the police officials -One way ANOVA**

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	1.183	0.303	Accept
2	Educational Qualification	1.690	0.072*	Reject
3	Monthly Income	3.668	0.000***	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table, it is inferred that there has been no significant variation in the factor "Accurate-self-assessment" with respect to the demographic variable such as the Age of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor "Accurate-self-assessment" with respect to the Educational Qualification, Monthly Income at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Self-confidence' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor 'Self confidence' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>3</sub>– There is no significant variation in 'Self confidence' with respect to the demographic characteristics of the police officials.**

*'Self confidence' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Gender	2.411	0.006*	Reject
2	Educational Qualification	1.234	0.263	Accept
3	Monthly Income	3.663	0.000***	Reject
4	Experience Level	1.535	0.111	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table, it is inferred that there has been no significant variation in the factor *Self-confidence* with respect to the demographic variable, such as the Educational Qualification of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor *Self-confidence* with respect to the Gender, Monthly Income, Experience at a 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Adaptability' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Adaptability*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>4</sub>– There is no significant variation in 'Adaptability' with respect to the demographic characteristics of the police officials.**

*'Adaptability' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	2.030	0.030**	Reject
2	Educational Qualification	1.219	0.283	Accept
3	Marital Status	1.840	0.053*	Reject
4	Monthly Income	2.919	0.002***	Reject
5	Experience Level	3.124	0.001***	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table, it is inferred that there has been no significant variation in the factor '*Adaptability*' with respect to the demographic variable such as the Educational Qualification of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor '*Adaptability*' with respect to the Age, Educational Qualification, Marital Status, Monthly Income, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Achievement' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Achievement*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>5</sub>– There is no significant variation in 'Achievement' with respect to the demographic characteristics of the police officials.**

*'Achievement' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	0.880	0.563*	Accept
2	Educational Qualification	3.286	0.001***	Reject
3	Monthly Income	2.685	0.005***	Reject
4	Experience Level	3.429	0.001***	Reject

*p.val < 0.05 \*; p.Val < 0.01 \*\*; p.Val < 0.001 \*\*\**

From the above table , it is inferred that there has been no significant variation in the factor "*Achievement*" with respect to the demographic variable such as the Age of the police officials at a 5 % level of significance (p>.05). It has also been found that there is a significant variation in the factor "*Achievement*" with respect to the Educational Qualification, Monthly Income, Experience at 5% level of significance (p<.05).

**Variation in the factor 'Initiative' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Initiative*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>5</sub>– There is no significant variation in 'Initiative' with respect to the demographic characteristics of the police officials.**

*'Initiative' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	2.447	0.010**	Reject
2	Educational Qualification	2.869	0.003***	Reject
3	Marital Status	3.432	0.001***	Reject
4	Monthly Income	4.001	0.000***	Reject
5	Experience Level	2.856	0.003***	Reject

*p.val < 0.05 \*; p.Val < 0.01 \*\*; p.Val < 0.001 \*\*\**

From the above table ,It has been found that there is a significant variation in the police officials factor *Initiative*'with respect to the Age, Educational Qualification, Marital Status, Monthly Income, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Emotional Self-control' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Emotional Self-control*'with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>6</sub>–** *There is no significant variation in 'Emotional Self-control' with respect to the demographic characteristics of the police officials.*

***'Emotional Self-control' with respect to the demographic characteristics of the police officials -One way ANOVA***

S.no	Factors	$\chi^2$ Value	Sig	Result
1	Age	1.319	0.244	Accept
2	Educational Qualification	3.730	0.001***	Reject
3	Monthly Income	5.056	0.000***	Reject
4	Experience Level	3.444	0.002***	Reject

*p.val < 0.05 \*; p.Val < 0.01\*\*; p.Val < 0.001\*\*\**

From the above table , it is inferred that there has been no significant variation in the factor "*Emotional Self control*"with respect to the demographic variable such as the Age of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor "*Emotional Self control*"with respect to the Educational Qualification, Monthly Income, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor' Transparency' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Transparency*'with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>8</sub>–** *There is no significant variation in 'Transparency' with respect to the demographic characteristics of the police officials.*

***'Transparency' with respect to the demographic characteristics of the police officials -One way ANOVA***

S.no	Factors	$\chi^2$ Value	Sig	Result
1	Age	1.116	0.354	Accept
2	Gender	4.028	0.005***	Reject

3	Educational Qualification	4.506	0.002***	Reject
---	---------------------------	-------	----------	--------

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table , it is inferred that there has been no significant variation in the factor "*Transparency*" with respect to the demographic variable such as the Age of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor "*Transparency*" with respect to the Gender, Educational Qualification at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Optimism' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Optimism*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>8</sub>–** *There is no significant variation in 'Optimism' with respect to the demographic characteristics of the police officials.*

*'Optimism' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	1.461	0.161	Accept
2	Educational Qualification	2.886	0.003***	Reject
3	Marital Status	2.177	0.022**	Reject
4	Monthly Income	2.180	0.022***	Reject
5	Experience Level	2.423	0.011**	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table , it is inferred that there has been no significant variation in the factor "*Optimism*" with respect to the demographic variable such as the Age of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor "*Optimism*" with respect to the Educational Qualification, Marital Status, Monthly Income, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Empathy' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Empathy*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>9</sub>–** *There is no significant variation in 'Empathy' with respect to the demographic characteristics of the police officials.*

*'Empathy' with respect to the demographic characteristics*

*of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	1.564	0.146	Accept
2	Educational Qualification	2.727	0.010**	Reject
3	Marital Status	1.934	0.064*	Reject
4	Monthly Income	4.814	0.000***	Reject
5	Experience Level	2.910	0.006***	Reject

*p.val < 0.05 \*; p.Val < 0.01 \*\*; p.Val < 0.001 \*\*\**

From the above table , it is inferred that there has been no significant variation in the factor "*Empathy*" with respect to the demographic variable such as the Age of the police officials at a 5% level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor "*Empathy*" with respect to the Educational Qualification, Marital Status, Monthly Income, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor' Organizational Awareness' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor' *Organizational Awareness*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>10</sub>– There is no significant variation in 'Organizational Awareness' with respect to the demographic characteristics of the police officials.**

*'Organizational Awareness' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	2.825	0.029**	Reject
2	Educational Qualification	1.192	0.319	Accept
3	Monthly Income	2.159	0.079*	Reject
4	Experience Level	2.025	0.097*	Reject
5	Working shift	2.183	0.077*	Reject

*p.val < 0.05 \*; p.Val < 0.01 \*\*; p.Val < 0.001 \*\*\**

From the above table , it is inferred that there has been no significant variation in the factor "*Organizational Awareness*" with respect to the demographic variable such as the Educational Qualification of the police officials at a 5 % level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor' *Organizational Awareness*' with respect to the Age, Monthly Income, Working shift, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Service Orientation' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor ' *Service Orientation*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>11</sub>**– *There is no significant variation in 'Service Orientation' with respect to the demographic characteristics of the police officials.*

*'Service Orientation' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Age	2.946	0.006***	Reject
2	Gender	1.935	0.064*	Reject
3	Educational Qualification	3.752	0.001***	Reject
4	Monthly Income	4.710	0.000***	Reject
5	Experience Level	4.662	0.000***	Reject

*p.val < 0.05 \*; p.Val < 0.01 \*\*; p.Val < 0.001 \*\*\**

From the above table ,It has been found that there is a significant variation in the factor "**Service Orientation**" with respect to the Age, Gender, Educational Qualification, Monthly Income, Experience at 5% level of significance (p<0.05).

**Variation in the factor 'Developing others' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor ' **Developing others**' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>12</sub>**– *There is no significant variation in 'Developing others' with respect to the demographic characteristics of the police officials.*

*'Developing others' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Educational Qualification	3.743	0.001***	Reject
2	Marital Status	1.837	0.080*	Reject
3	Marital Status	3.663	0.001***	Reject
4	Experience Level	1.628	0.127	Accept

*p.val < 0.05 \*; p.Val < 0.01 \*\*; p.Val < 0.001 \*\*\**

From the above table, it is inferred that there has been no significant variation in the factor "**Developing others**" with respect to the demographic variable such as the Experience Level of the police officials at a 5% level of significance (p>.05). It has also been found that there is a significant variation in the factor "**Developing**

*others'* with respect to the Educational Qualification, Marital Status, Marital Status at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Inspirational Leadership' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Inspirational Leadership*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>13</sub>–** *There is no significant variation in 'Inspirational Leadership' with respect to the demographic characteristics of the police officials.*

*'Inspirational Leadership' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	$\chi^2$ Value	Sig	Result
1	Age	1.508	0.165	Accept
2	Gender	1.964	0.060*	Reject
3	Educational Qualification	2.493	0.017**	Reject
4	Marital Status	6.114	0.000***	Reject
5	Experience Level	2.708	0.010**	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table, it is inferred that there has been no significant variation in the factor '*Inspirational Leadership*' with respect to the demographic variable such as the Age of the police officials at a 5% level of significance ( $p > 0.05$ ). It has also been found that there is a significant variation in the factor '*Inspirational Leadership*' with respect to the Educational Qualification, Gender, Marital Status, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor 'Influencing Others' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor '*Influencing Others*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>14</sub>–** *There is no significant variation in 'Influencing Others' with respect to the demographic characteristics of the police officials.*

*'Influencing Others' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	$\chi^2$ Value	Sig	Result
1	Educational Qualification	1.768	0.066*	Reject
2	Monthly Income	3.047	0.001***	Reject
3	Experience Level	1.301	0.232	Accept

p.val< 0.05 \*; p.Val< 0.01\*\*; p.Val< 0.001\*\*\*

From the above table, it is inferred that there has been no significant variation in the factor "*Influencing Others*" with respect to the demographic variable such as the Experience Level of the police officials at a 5% level of significance (p>.0.05). It has also been found that there is a significant variation in the factor "*Influencing Others*" with respect to the Educational Qualification, Monthly Income at 5% level of significance(p<0.05).

**Variation in the factor' Change catalyst' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor' *Change catalyst*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>15</sub>–** *There is no significant variation in 'Change catalyst' with respect to the demographic characteristics of the police officials.*

*'Change catalyst' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Educational Qualification	2.445	0.019**	Reject
2	Marital Status	1.810	0.085**	Reject
3	Monthly Income	3.901	0.001***	Reject
4	Experience Level	1.419	0.199	Accept
5	Working shift	2.475	0.018**	Reject

p.val< 0.05 \*; p.Val< 0.01\*\*; p.Val< 0.001\*\*\*

From the above table , it is inferred that there has been no significant variation in the factor "*Change catalyst*" with respect to the demographic variable such as the Experience Level of the police officials at a 5% level of significance (p>.0.05). It has also been found that there is a significant variation in the factor "*Change catalyst*" with respect to the Educational Qualification, Marital Status, Monthly Income, Work shift at 5% level of significance (p<0.05).

**Variation in the factor' Conflict management' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor' *Conflict management*' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>16</sub>–** *There is no significant variation in 'Conflict management' with respect to the demographic characteristics of the police officials.*

*'Conflict management' with respect to the demographic characteristics of the police officials -One way ANOVA*

S.no	Factors	x <sup>2</sup> Value	Sig	Result
------	---------	----------------------	-----	--------

1	Age	0.646	0.737	Accept
2	Educational Qualification	4.660	0.000***	Reject
3	Marital Status	2.272	0.029**	Reject
4	Monthly Income	1.614	0.131	Accept
5	Experience Level	1.957	0.061*	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table , it is inferred that there has been no significant variation in the factor "**Conflict management**" with respect to the demographic variable such as the Age and Monthly Income of the police officials at a 5% level of significance ( $p > .05$ ). It has also been found that there is a significant variation in the factor "**Conflict management**" with respect to the Educational Qualification, Marital Status, Experience at 5% level of significance ( $p < 0.05$ ).

**Variation in the factor ' Teamwork Collaboration' with respect to the demographic variables of the Police Officials using One way ANOVA**

One way ANOVA has been carried out to study whether there is some significant variation in the perception regarding factor ' **Teamwork Collaboration**' with respect to the demographic variables of the police officials. The results were presented in the table, and the hypothesis has been framed as follows:

**Hypothesis: H<sub>17</sub>– There is no significant variation in 'Teamwork Collaboration' with respect to the demographic characteristics of the police officials.**

**'Teamwork Collaboration' with respect to the demographic characteristics of the police officials -One way ANOVA**

S.no	Factors	x <sup>2</sup> Value	Sig	Result
1	Gender	2.603	0.041**	Reject
2	Educational Qualification	1.400	0.240	Accept
3	Marital Status	2.878	0.027**	Reject
4	Experience Level	2.171	0.078*	Reject
5	Working shift	2.474	0.049**	Reject

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the above table , it is inferred that there has been no significant variation in the factor ' **Teamwork Collaboration**' with respect to the demographic variable such as the Educational Qualification of the police officials at a 5% level of significance ( $p > .05$ ). It has also been found that there is a significant variation in the factor "**Teamwork Collaboration**" with respect to the Gender, Marital Status, Working shift, Experience at 5% level of significance ( $p < 0.05$ ).

***Correlation Analysis of relationship between competencies and Outcomes***

<b>Competencies Vs. Outcomes</b>	<b>Job</b>	<b>Career</b>	<b>Relationship</b>
Emotional-Self Awareness	0.905*	0.829*	Positive
Accurate-Self assessment	0.870*	0.815*	Positive
Self confidence	0.914*	0.875*	Positive
Adaptability	0.861*	0.818*	Positive
Achievement	0.857*	0.818*	Positive
Initiative	0.902*	0.840*	Positive
Emotional-Self control	0.859*	0.867*	Positive
Optimism	0.579*	0.590*	Positive
Empathy	0.725*	0.721*	Positive
Organizational Awareness	0.866*	0.816*	Positive
Service Orientation	0.737*	0.727*	Positive
Developing others	0.881*	0.845*	Positive
Inspirational Leadership	0.853*	0.901*	Positive
Influencing others	0.929*	0.842*	Positive
Change catalyst	0.884*	0.922*	Positive
Conflict Management	0.855*	0.903*	Positive
Teamwork	0.371*	0.461*	Positive
Relationship Management	0.852*	0.824*	Positive

*p.val < 0.05* \*; *p.Val < 0.01* \*\*; *p.Val < 0.001* \*\*\*

From the table, it is inferred that there exists a statistically significant positive relationship between competencies and outcomes. It also shows that there is a higher positive relationship between the competencies factors viz., Emotional-Self Awareness, Accurate-Self assessment, Emotional-Self control, Relationship Management, Empathy, Organizational Awareness, Developing others, Change catalyst, Teamwork, Initiative, Adaptability. There is no negatively correlated with job satisfaction, career success, and competencies. Emotional-Self Awareness( $r=0.905$ ), Self confidence( $r=0.914$ ), Initiative( $r=0.902$ ), Influencing others( $r=0.929$ ), Organizational Awareness( $r=0.866$ ) those five competencies are have highly correlate with job satisfaction and Change catalyst( $r=0.922$ ), Inspirational Leadership( $r=0.901$ ), Conflict Management( $r=0.903$ ), Relationship Management( $r=0.824$ ), Emotional-Self control( $r=0.867$ ) those five competencies are highly correlated with careersuccess.

**Recommendations**

Most of the police officials lack Teamwork as per the study, so they need to collaborate with other colleagues without any hesitation, ego, and public speaking with others. Further research, that police officials lack emotional intelligence variables in optimism, so they want to increase their skills to reach career success. This study investigated a prediction formula for the job satisfaction and career success of police officers. The predictor variables that were studied included the emotional intelligence factors of Stress Management, Adaptability, and General Mood. Further studies should be carried out to test the significance of additional emotional intelligence predictor variables. This would provide important information regarding the relationship between emotional intelligence and job satisfaction and career success among police officers.

**Conclusion**

Future research regarding emotional intelligence between job satisfaction and career success of police officers should focus on the implications and differences among being able to recognize and manage emotions in one-self compared to recognizing and managing emotions in other individuals. In order to understand the focus of emotional

competencies in career success, it is important to understand what aspects of emotional intelligence relate to best practice on the job. One of the main goals of job satisfaction for police officers to be able to recognize individuals with mental illnesses and to divert them to mental health facilities rather than correctional facilities when possible. Because of this, understanding the difference in emotional intelligence between identifying their own emotions and identifying others, "emotions is important."

**Bibliography**

- Adams, K. (2004). What we know about police use of force. In Q. Thurman & J. Zhao (Eds.), *Contemporary police: Controversies, challenges, and solutions* (pp. 187-199). Los Angeles, CA: Roxbury.
- Ali, O. E. A., Garner, I., & Magadley, W. (2012). An exploration of the relationship between emotional intelligence and job performance. *Journal of Police and Criminal Psychology*, 27(1), 1-8. DOI:10.1007/s11896-011-9088-9.
- Anjali Daisy, S., Vijayabanu, C., & Bonaparte, D. M. (2017, December). Assessing the impact of personality and psychological ownership in determining the emotional intelligence of information technology (IT) employees using a curve fit regression. In *2017 International Conference on Intelligent Sustainable Systems (ICISS)* (pp. 957-961). IEEE.
- Bailey, A., Barr, O., & Bunting, B. (2001). Police attitudes toward people with intellectual disability: An evaluation of awareness training. *Journal of Intellectual Disability Research*, 45 (4), 344-350. doi:10.1046/j.1365-2788.2001.00339.x
- `Aremu, A. O., & Tejumola, T. O. (2008). Assessment of emotional Intelligence among Nigerian Police. *Journal of Social Science*, 16(3), 221-226. Bar-On, R. (2006). The Bar-On model of emotional-social Intelligence (ESI). *Psicothema*, 18, 13-2
- Chapman, B. P., & Hayslip, B. (2006). Emotional intelligence in young and middle adulthood: Cross-sectional analysis of latent structure and means. *Psychology and Aging*, 21(2), 411-418.
- Abraham, R. (2000). The role of job control as a moderator of emotional intelligence dissonance and emotional Intelligence: Outcome relationship. *The Journal of Psychology*, 134, 169-184.
- Abraham, R. (2005). Emotional intelligence in the workplace: A review and synthesis. In M. R. Schulze, & R. D. Roberts (Eds.). *Emotional Intelligence: An international handbook* (pp. 255-270). Cambridge, MA: Hogrefe & Huber Publishers.
- Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 81, 411-420.
- Adams, R. E., Rohe, W. M., & Arcury, T. A. (2002). Implementing community-oriented policing: Organizational change and street officer attitudes. *Crime & Delinquency*, 48, 399-430.
- Adlam, R. (2002). Governmental rationalities in police leadership: An essay exploring some of the "Deep Structure" in police leadership praxis. *Policing and Society*, 12, 15-36.
- Alarcon, R. R. (2005). An investigation of the relationship between officers' ratings of their leaders' leadership style and officers' rating of job satisfaction in a law enforcement environment. *Dissertation Abstracts International*, 66 (02), 667A. (UMINo.3164477)
- Adetula, G. A. (2016). Emotional, social, and cognitive intelligence as predictors of job performance among law enforcement agency personnel. *Journal of Applied Security Research*. 11(2), 149-165. doi:10.1080/19361610.2016.1137175
- Afolabi, O. A., Awosola, R. K., & Omole, S. O. (2010). Influence of emotional Intelligence and gender on Job performance and Job satisfaction among Nigerian policemen. *Current Research Journal of Social Sciences*, 2(3), 147-154.
- Ahmad, J., & Hashmi, M. S. (2015). Relative importance of emotional intelligence's dimensions in contributing to dimensions of job performance. *Journal of Basic and Applied Sciences*, 11, 596-603.
- Al Ali, O. E., Garner, I., & Magadley, W. (2012). An exploration of the relationship between emotional intelligence and job performance in police organizations. *Journal of police and Criminal Psychology*, 27(1), 1-8.